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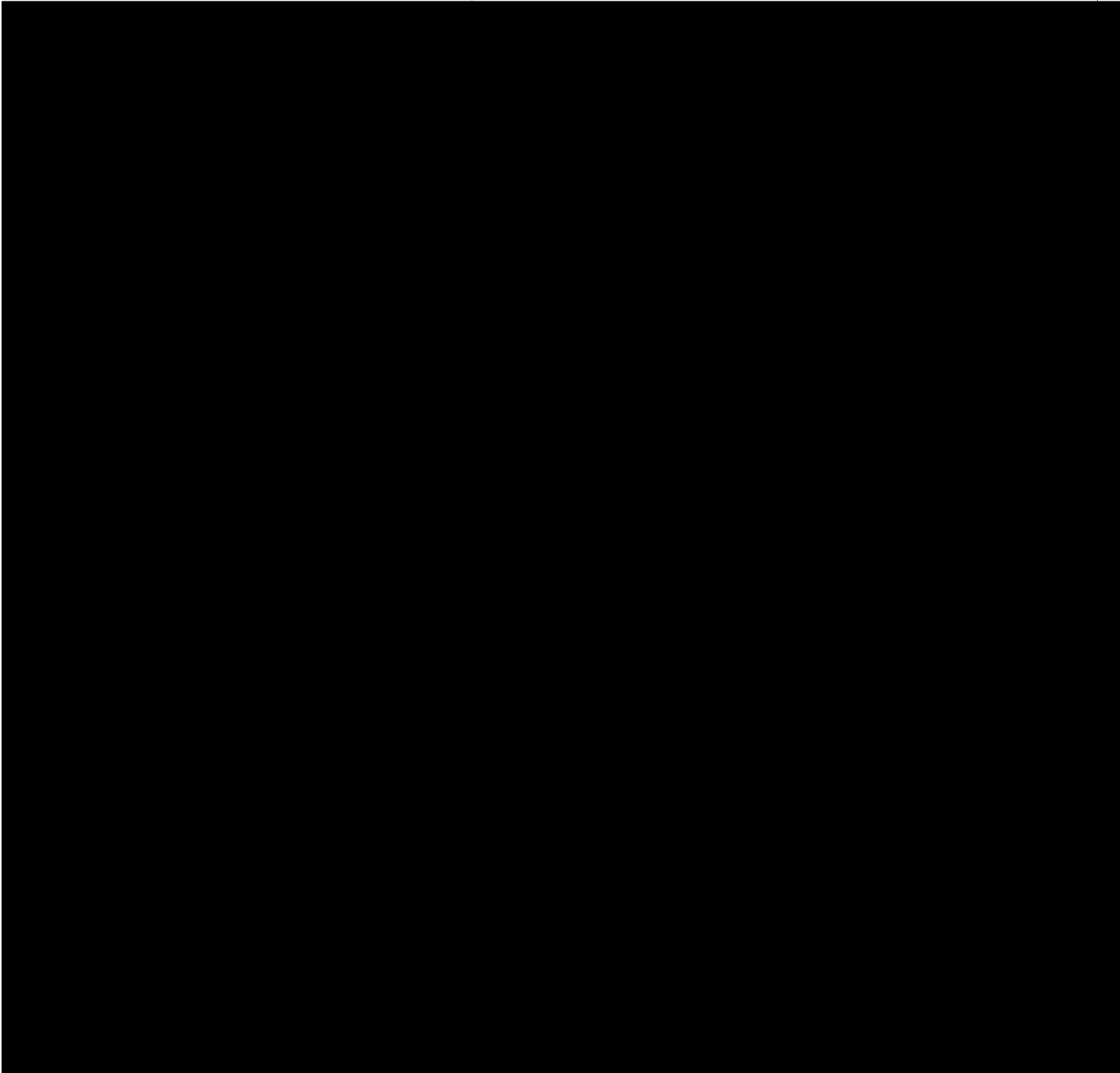
FIELD NOTICE
AND
HEADQUARTERS NOTICE

SUBJECT: Financial Responsibility of Individuals

1. Several instances have recently been brought to my attention by the Auditor-in-Chief which indicates that there may be certain employees who are not exercising the degree of financial management over projects or activities under their control which I consider desirable and necessary to the conduct of sound operations, and at the same time insure that official funds are properly utilized and accounted for. I am fully cognizant of the difficulties posed to formal accounting because of the necessity of security and cover and the proper protection of sources and identities. This fact, however, increases rather than diminishes the reliance which must be placed upon operating officials to exercise managerial skill, discretion, and sound judgement, and to render objective, accurate and prompt reports pertaining to financial activities under their control.

2. It is essential that the Agency be able to rely upon the integrity, intelligence and ability of the operating officials doing the job. Present Organization regulations are designed to give operations officers and station chiefs adequate discretionary authority respecting the financial management of projects under their jurisdiction, and to permit maximum flexibility which is desirable in conducting the type of operations in which this Organization is engaged. It is not my desire or intention to deprive operations officers of such discretionary authority and substitute a set of inflexible arbitrary restrictions, because I believe that it is largely by means of better men rather than highly refined regulations that effective financial management is likely to be attained.

3. It is essential, however, that all employees understand and adhere to the substantive provisions of Organization Regulations. Your attention is specifically directed to the following regulations:



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All supervisory officers of the Agency are hereby directed to take prompt and positive disciplinary action whenever such breaches of trust are detected.

5. All operations officers of the Agency have received training and have acquired experience in factual and objective reporting on intelligence matters. If they will use the same degree of integrity and objectivity in reporting upon financial matters, as is required in intelligence reporting, we will have established the basis for a sound financial accounting system which will best serve the Agency's interests.

ALLEN W. DULLES
Director